



Coastline

MANAGERS DEVELOPMENT PROGRAMME

[Managers Development Plan - on Coastnet](#)

The Management Development Programme (also known as the MDP) is underpinned by the Management Development Framework (which can be found on Coastnet) and gives clarity to managers on what they can expect from Coastline and what will be expected of them on an ongoing basis for their development.

Its aim is to build management capacity and individual's confidence; and to increase achievement of recognised qualifications, further improve employee engagement, improve staff retention and internal promotions.

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Coastline's Commitment to Management Development

Manage

We recognise that everyone with managerial responsibility has a role to play in the active management and positive leadership of Coastline. Development of leadership skills is an important aspect of Coastline's Management Development Programme.

Align

All management development activity will seek to underpin and align with Coastline's Corporate Values: putting our customers first; being open, honest and accountable; striving to be the best; and valuing each other. This will help managers, and through positive leadership, staff to own those values in their day to day actions.

Support

Management development at Coastline will include theoretical, practical and procedural advice and support to enable managers to operate efficiently and effectively in their role. Shadowing, coaching and mentoring will also be an important element of the content.

Integrate

Critically management development will integrate with established corporate policies and procedures to ensure robust and consistent practice across the group. This will mainly be delivered by senior colleagues establishing the tone and consistency expected.

Create

The investment in and actions of all managers will clearly demonstrate that we value each other and help to create a learning culture that encourages innovation and continuous improvement in line with our values and competency framework. Managing attendance at all training and development held across the group will be an expectation of managers.

Provide

The Management Development Programme is an ongoing commitment to providing learning and development opportunities for current and new managers at Coastline. The content established and how this will be delivered will evolve over time and will address individual, team and cross departmental groups; as well as meeting different learning styles and creating opportunities for networking across Coastline and externally.

Employee's Commitment to Management Development

Employees will be required to:

- ✓ Participate in the development of both their practical and behavioural, management and leadership skills.
- ✓ Commit adequate time to their development and be responsible for their ongoing Continuous Professional Development.

Personal Development Plan

As part of the annual appraisal, each employee and their manager will agree a Personal Development Plan for the forthcoming year.

For new employees, their Personal Development Plan will be agreed upon successful completion of their probationary period, or at their first appraisal, whichever is soonest.

This will include:

- Mandatory Training (as outlined on the Training Matrix on Coastnet)
- Mandatory Management Training (as outline on the MDP Training Matrix on Coastnet)
- Optional Management Training, depending on the employee's specific individual training and development needs, including professional management qualifications
 - Continuous Professional Development

The Mandatory Management Training modules will be prioritized and rolled out over the next 3 years. If you have previously attended similar training and/or are determined by their manager to have the necessary skills and competencies, then you may not be required to attend again.

It is your responsibility to record your progress on your Personal Development Plan. It is your joint responsibility with your manager to have regular progress reviews at 1:1s throughout the year and then at the annual appraisal. Your manager will assess whether you have achieved your Personal Development Plan for the year; and you will then a Management Development Certificate for successful completion.

Content of the Managers Development Programme

Induction for Managers: Mandatory for NEW Managers

To develop a general overview of the Coastline group and ensure a consistent approach to management across the Group.

Part One:

- 1: Introduction to Housing Services – Kevin Brown
- 2: Introduction to Customer Services – Claire Williams
- 3: Introduction to Care and Support Services – Kirsty Hickson
- 4: Introduction to Development – Matt Ward
- 5: Introduction to Sales and Marketing – Darren Browning
- 6: Introduction to Income – Rebecca Jinks

Part Two:

- 7: Introduction to Technical Services – Mark England
- 8: Introduction to Finance – Richard Bettison & Zoe Field
- 9: Introduction to HR – Lisa Fitzgerald & Zoe Collick
- 10: Introduction to IT – Darren Brokenshire
- 11: Introduction to Governance – David Wingham
- 12: Introduction to Coastline Services – Mark Hill

Delivery: Face to face group training sessions for each topic, delivered in-house.

Duration: 2 x ½ day sessions.

Frequency: Both parts delivered every 3 months and to be completed within the 6 month probationary period.

Booking: Through the Training Coordinator.

Dates: 29th November 2017 – Part One
25th April 2018 – Part One
4th July 2018 – Part One
4th October 2018 – Part One

4th December 2017 – Part Two
23rd March 2018 – Part Two
21st June 2018 – Part Two
18th September 2018 – Part Two

Internal Practice: Mandatory for NEW Managers

To develop a general understanding of the key policies and procedures and ensure management consistency across the Group.

Part One:

- 1: Expectations and requirements of Managers, e.g. Our Values, Code of Conduct, Dignity at Work and what to do if concerns are raised – David Wingham

- 2: Conducting Appraisals – Zoe Collick & Lisa Fitzgerald
- 3: Recruitment and Selection – Zoe Collick & Lisa Fitzgerald

Part Two:

- 4: Managing Employee Performance – Zoe Collick & Lisa Fitzgerald
- 5: Managing Absence – Zoe Collick & Lisa Fitzgerald
- 6: Financial Awareness – Richard Bettison & Zoe Field

Delivery: Face to face group training sessions for each topic, delivered in-house.

Duration: 2 x ½ day sessions.

Frequency: Both parts delivered every 3 months and to be completed within the 6 month probationary period.

Booking: Through the Training Coordinator

Dates: 1st December 2017 – Part One
23rd February 2017 – Part One
23rd May 2017 – Part One
20th August 2017 - Part One

8th January 2018 – Part Two
17th April 2018 – Part Two
16th July 2018 – Part Two
12th October – Part Two

Employment Law for Managers: Mandatory for ALL Managers

To understand your legal responsibilities throughout the employment journey. Employment status; recruitment; contract of employment; managing performance; time off; flexible working; grievances and complaints; disciplinary issues; termination of employment; redundancy and reorganization; TUPE; discrimination; and equal pay.

Delivery: Face to face group training sessions, delivered by Simon Sanger Anderson of Tozers.

Duration: 1 x 90 minute session.

Frequency: Courses delivered annually (if sufficient requirements). Mandatory update every 3rd year, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator

Dates: 19th January x 4 sessions

Conflict and Mediation: Mandatory for ALL Managers

Managing interpersonal conflict, find a preferred conflict-management approach, discover how you see yourself and how you're perceived by others. Tips and techniques to support you in implementing your communication skills in the workplace. The process of mediation to resolve workplace conflicts and why mediation makes good business sense. Explore the stages of mediation and how to manage the mediation process.

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 x ½ day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking Through the Training Coordinator.

Dates: 5th June 2018

Communication Skills & Effective Teamwork: Mandatory for ALL Managers

To develop highly effective communication and interpersonal skills, and promote effective team working. Effective communication skills, demonstrating Coastline's values and the role of a leader; improving active listening skills, understanding issues from other perspectives, engaging with others, giving and receiving feedback, and having difficult conversations

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 x ½ day

Frequency Courses delivered annually. Employees are required to attend once during their employment, but can attend more frequently identified as an area of development during appraisal.

Booking Through the Training Coordinator

Dates 21st November 2017 OR 6th April 2018

Change Management: Mandatory for ALL Managers

To learn how to effectively manage change. Why managing change is important; issues in the change management process; understanding the impact of change on others; how to engage and support employees through change management; and making the change management process and implementation more effective.

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 x 1/2 Day.

Frequency: Courses delivered annually. Mandatory update every 3rd year, but can attend more frequently identified as an area of development during appraisal.

Booking Through the Training Coordinator.

Dates 26th February 2018 OR 9th May 2018

Basic Health & Safety for Managers: Mandatory for ALL Managers

To understand your basic health and safety legal responsibilities. Identifying and managing risks; reporting and investigating accidents/adverse events; and conducting Display Screen Equipment Assessments.

Delivery: Face to face group training sessions, delivered by JNC Safety Services.

Duration: 1 x 1/2 Day.

Frequency: Courses delivered annually. Mandatory update every 3rd year, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: 6th December 2017

Coaching and Mentoring: Mandatory for ALL Managers

To learn coaching and mentoring development techniques to enable you to support the development of employees in Coastline to enhance their skills, knowledge or work performance. Understand the difference between coaching and mentoring; learn coaching and mentoring techniques and develop skills in these areas.

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 x 1/2 Day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: 21st November 2017 OR 12th June 2018

Conducting Investigations, Disciplinary Meetings and Appeals: Mandatory for ALL Managers

To enable you to conduct an investigation, disciplinary meeting and appeal hearing. Principles of dealing with issues fairly; the investigation process; the disciplinary meeting; the appeal process.

Delivery: Face to face group training sessions, delivered by ACAS.

Duration: 1 day.

Frequency: Courses delivered annually (if sufficient requirements). Mandatory update every 5th year, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: *To be arranged.*

DSE Assessment: Mandatory for ALL Managers

Delivery: E-Learning via Cornwall Learning Pool

Duration: 1 hour.

Frequency: Employees are required to undertake once during employment.

Booking: Login to be obtained by e-mail acld@cornwall.gov.uk and then undertake when receive login information.

Mental Health Awareness for Employers: Mandatory for ALL Managers

The definition of mental ill health varies, it covers a wide spectrum from the worries and grief we all experience as part of everyday life, through coping with stress in the workplace, to serious psychological conditions. It is important to look after our mental and emotional wellbeing in order for us to cope with normal stresses of life and to work productively. Find out more about mental health, how to manage staff experiencing difficulties and support them to remain in work.

Delivery: E-Learning via ACAS

Duration: 1 hour.

Frequency: Employees are required to undertake once during employment.

Booking: Login to be obtained from <https://elearning.acas.org.uk> by creating an account.

Negotiation Skills: Optional

To develop effective negotiation skills to enable you to confidently negotiate, influence, persuade and compromise to get the best outcome. Understanding other perspectives, how to confidently negotiate, influence, persuade and settle differences, compromise and maintain effective working relationships.

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 x 1/2 Day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking Through the Training Coordinator.

Dates 6th March 2018 OR 10th September 2018

Presentation Skills: Optional

To improve your confidence in preparing and delivering presentations and enhance your presentation skills.

Content: Day 1: How to prepare for and deliver presentations
Day 2: Deliver a presentation and receive feedback

Delivery: Face to face group training sessions, delivered by Lisa Dymond of DC Training (external trainer).

Duration 2 x ½ days (with 2 weeks between days 1 and 2, to enable sufficient time to prepare for delivering a presentation on day 2)

Frequency: Courses delivered annually (if sufficient requirements). Employees required to attend if identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: Part 1 – 9TH February 2018
Part 2 – 21ST February 2018
OR Part 1 – 1st May 2018
Part 2 – 15th May 2018

Inspirational Leadership: Optional

The importance of actions and behaviours and positively instil and underpinning corporate values; developing current and future leaders. Developing leadership styles, people skills, personal qualities and communication skills to motivate, inspire and build respect; running a business; developing business models; succession planning, etc.

Delivery: Face to face group training sessions, delivered by Ian Alford (external trainer).

Duration: 1 Day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: 14th March 2018 OR 26th June 2018

Time Management: Optional

Delivery: Face to face group training sessions, delivered by Truro & Penwith College (external trainer).

Duration: 1 x ½ day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: 30th January 2018

Project Management: Optional

Delivery: Face to face group training sessions, delivered by Truro & Penwith College (external trainer).

Duration: 1 x ½ day or 1 day.

Frequency: Courses delivered annually. Employees are required to attend once during employment, but can attend more frequently identified as an area of development during appraisal.

Booking: Through the Training Coordinator.

Dates: *To be arranged*

Optional Management Training

Professional Management Qualifications

Coastline will support managers to achieve professional management qualifications, in accordance with the Group Training and Development Policy. A training contract will be required if there is budget available.

This will enable and support progression from first line managers through to Directors. The level of qualification will depend on individual and organizational requirements.

The training body may vary to maximize access to grant funding, but examples include the Chartered Management Institute (CMI) or the Institute of Leadership & Management (ILM).

Continuous Professional Development

You are expected to take responsibility for your Continuous Professional Development (CPD) and will be supported to achieve this. Evidence of your CPD should be on your Personal Development Plan and should include the following elements:

1. Mandatory Training
2. Legal/ Professional/ Technical training/ Updates
3. Networking/ Benchmarking
4. Receiving coaching and/or mentoring to support personal development and continuous improvement.
5. Undertaking shadowing – at least 3 times a year, to gain a more in depth knowledge of different areas of the business, to better understand customer needs, and improve the service provided to customers. **Senior Managers** are required to undertake annual shadowing in the Contact Centre.
6. A reflective learning log – describe the learning event (can be formal/ informal, planned/ unplanned, e.g. could be attending a difficult meeting or dealing with a difficult issue) and reflect upon what you learnt from this (e.g. what went well/ not well, how you behaved/ responded to the situation) and how you have/ will use this learning and if any further action is required (e.g. what you will do to change your behaviour to prevent the same thing happening again, is there any knowledge you can share with others, do you need to seek support e.g. coaching/mentoring).

The Managers Development Programme Certificate

In order to be eligible to receive your annual Managers Development Programme Certificate, you need to ensure you have done the following:

- Are up to date with all mandatory sessions within the Programme (see the MDP Matrix)
- Have evidenced a minimum of 20 hours of Continuous Professional Development (CPD)

Please ensure you have notified the HR Training Coordinator of all CPD you have undertaken to ensure you can obtain your certificate.

DIARY DATES

2017

21 st November	<i>Coaching & Mentoring</i>	09:00 – 13:00	CHL Boardroom
21 st November	<i>Effective Team Working</i>	13:30 – 16:30	CHL Boardroom
29 th November	<i>Induction for Managers Part 1</i>	13:30 – 16:30	CHL Boardroom
1 st December	<i>Internal Practices Part 1</i>	13:00 – 16:00	CHL Boardroom
4 th December	<i>Induction for Managers Part 2</i>	13:00 – 16:00	CHL Boardroom
6 th December	<i>Basic Health & Safety</i>	13:30 – 16:30	CSL Boardroom

2018

8 th January	<i>Internal Practices Part 2</i>	13:00 – 16:00	
19 th January	<i>Employment Law with Tozers</i>	09:30 – 10:30	CHL Boardroom
19 th January	<i>Employment Law with Tozers</i>	10:45 – 12:00	CHL Boardroom
19 th January	<i>Employment Law with Tozers</i>	13:30 – 14:30	CHL Boardroom
19 th January	<i>Employment Law with Tozers</i>	14:45 – 16:00	CHL Boardroom
30 th January	<i>Time Management</i>	12:30 – 16:30	CHL Boardroom
9 th February	<i>Presentation Training P1</i>	08:30 – 13:00	CSL Boardroom
21 st February	<i>Presentation Training P2</i>	08:30 – 13:00	CHL Boardroom
23 rd February	<i>Internal Practices Part 1</i>	09:30 – 12:30	CHL Boardroom
26 th February	<i>Change Management</i>	09:30 – 12:30	CSL Boardroom
6 th March	<i>Negotiation Skills</i>	09:30 – 12:30	CHL Boardroom
14 th March	<i>Inspirational Leadership</i>	09:30 - 16:00	CSL Boardroom
23 rd March	<i>Induction for Managers Part 2</i>	09:00 – 12:00	CSL Boardroom
6 th April	<i>Communication & Effective Team Work</i>	09:30 – 12:30	CHL Boardroom
17 th April	<i>Internal Practices Part 2</i>	10:00 – 13:00	CSL Boardroom
23 rd April	<i>Internal Practices Part 1</i>	10:00 – 13:00	CSL Boardroom
25 th April	<i>Induction for Managers Part 1</i>	09:00 – 12:00	CSL Boardroom
1 st May	<i>Presentation Skills P1</i>	13:00 – 16:00	CHL Boardroom
9 TH May	<i>Change Management</i>	09:30 – 12:30	CSL Boardroom
15 th May	<i>Presentation Skills P2</i>	13:00 – 16:00	CHL Boardroom
5 th June	<i>Conflict & Mediation</i>	09:30 – 12:30	CHL Boardroom
12 th June	<i>Coaching & Mentoring</i>	09:30 – 12:30	CSL Boardroom
21 st June	<i>Induction for Managers Part 2</i>	13:00 – 16:00	CHL Boardroom
26 th June	<i>Inspirational Leadership</i>	09:30 – 16:00	CSL Boardroom
4 th July	<i>Induction for Managers Part 1</i>	13:00 – 16:00	CSL Boardroom
16 th July	<i>Internal Practices Part 2</i>	09:30 – 12:30	CSL Boardroom
20 th August	<i>Internal Practices Part 1</i>	13:00 – 16:00	CHL Boardroom

<i>10th September</i>	<i>Negotiation Skills</i>	<i>13:00 – 16:00</i>	<i>CHL Boardroom</i>
<i>18th September</i>	<i>Induction for Managers Part 2</i>	<i>09:00 – 12:00</i>	<i>CHL Boardroom</i>
<i>4th October</i>	<i>Induction for Managers Part 1</i>	<i>10:00 – 13:00</i>	<i>CHL Boardroom</i>
<i>12th October</i>	<i>Internal Practices Part 2</i>	<i>09:30 – 12:30</i>	<i>CHL Boardroom</i>

Course	Induction for Managers	Internal Practices	Employment Law	Conflict, Mediation & Negotiation	Communication Skills & Effective Teamworking	Change Management	Basic Health and Safety	Coaching and Mentoring	Conducting Disciplinary Investigations & Hearings	DSE Assessments
	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory
<u>New Managers First Year</u>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<u>Existing Managers</u>			✓	✓	✓	✓	✓	✓	✓	✓
<u>Renew?</u>	n/a	3 yearly	3 yearly	3 yearly	3 yearly	3 yearly	3 yearly	3 yearly	3 yearly	n/a
Course	Mental Health Awareness for Managers	Negotiation Skills	Presentation Skills	Inspirational Leadership	Time Management	Project Management	Management Qualification			
	Mandatory	Optional	Optional	Optional	Optional	Optional	Optional			
<u>New Managers First Year</u>	✓	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals			
<u>Existing Managers</u>	✓	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals	Identified in appraisals			
<u>Renew?</u>	n/a	n/a	n/a	n/a	n/a	n/a	n/a			

FAQ

- **How often does the MDP run?**

The MDP is an annual programme running from November 2017 to October 2018.

- **When does the 2018/19 programme get released?**

The 2018/19 programme will be released in September 2018.

- **How do I book on to training?**

To book onto training, you will need to contact the [HR Training Coordinator](#) with the following information to secure your spot:

1. Name of the Training
2. Date
3. Time
4. Have CC'd your manager in to the e-mail

- **How does the mandatory training work?**

If you are a new manager then you will be required to undertake all of the mandatory training in your first year of appointment, excluding Induction and Internal Practices, these should be completed in your first 6 months.

Mandatory e-learning should also be completed within your first 6 months of appointment.

If you are an existing manager that hasn't attended a similar course then you will be required to undertake the mandatory training within three years of the launch of the MDP Programme (1st November 2020), including the mandatory e-learning. Please note you won't receive your certificate unless you are up to date with the mandatory training with evidence of your 20 hours of CPD.

- **Do I have to do all of the mandatory training?**

If you are a new manager, yes, unless you have a qualification that is relevant to that topic, e.g. if you have an IOSH or NEBOSH qualification then you do not need to undertake the Basic Health & Safety Awareness. If you are unsure, contact the [HR Training Coordinator](#) with a copy of your qualification.

If you are an existing manager then if you have previously attended similar training and/or are determined by your manager to have the necessary skills and competencies, then you may not be required to attend again.

- **How does the optional training work?**

Optional training such as Time Management, Project Management etc needs to be identified as a training need with your manager during your appraisal. The Training Co-ordinator will then invite you to training once the appraisal process has reached them to identify the companies training needs. If you have been appointed after the appraisal then you will need to have a discussion with your manager and once agreed notify the Training Co-ordinator.

Glossary

- **ACAS** Advisory, Conciliation and Arbitration Service
- **CPD** Continued Professional Development
- **JNC** JNC Safety Services – our Health and Safety advisors
- **MDP** Managers Development Programme
- **Mandatory** Must be completed by all Managers